



MARSHALL PLAN FOR TALENT

INVEST • DEVELOP • ATTRACT

FREQUENTLY ASKED QUESTIONS

WHAT IS THE MARSHALL PLAN FOR TALENT, AND WHY DO WE NEED IT?

The Marshall Plan for Talent is a revolutionary partnership between educators, employers and other stakeholders to transform Michigan's talent pipeline and redesign the ways we invest, develop and attract talent in our state.

Employers look for a talented workforce when they consider places to grow and locate, creating more and better jobs. Michigan is facing a talent shortage across multiple industries. That shortage is the single greatest threat to the state's continued economic recovery.

Our economy has completely transformed, and now it's time to transform talent development within our education system.

WHAT CAREER FIELDS ARE IN THE GREATEST DEMAND?

Michigan will have more than 811,000 career openings to fill through 2024 in fields that are facing talent shortages, with an average salary of over \$60,000 per year.

Data indicates current and future shortages are in information technology and computer science, healthcare, manufacturing and other professional trades and business careers.

These are high-skill, high-salary and high-tech fields, with jobs obtainable through a variety of pathways, from certificates to four-year degrees.

INFORMATION TECHNOLOGY

According to information from the Workforce Intelligence Network, in 2016 alone there were more than 90,000 job postings in Michigan for information technology and computer science jobs. State experts predict this field will grow at double the rate of the occupational average. Computer user support specialists and web developers are among entry-level posts with great advancement opportunities, while systems analysts and software developers are two high-demand, high-wage jobs experiencing shortages.

MANUFACTURING

Manufacturing will need an average of 109,410 workers through 2024 due to new growth and the need to replace retiring workers. Machinists and CNC operators are high-demand, entry-level posts with advancement potential. Shortages of high-demand, high-wage jobs include robotics, CNC programmers, mechanical engineers, industrial engineers and electrical engineers.

HEALTHCARE

Healthcare occupations will need an average of 212,247 workers through 2024, with many entry level positions with excellent career growth opportunities. Home health aides, personal care aides and nursing assistants are high-demand, entry-level posts with strong advancement opportunities, while six other healthcare occupations have shortages, including registered nurses, pharmacy technicians and paramedics.

OTHER PROFESSIONAL TRADES

Other professional trades will need an average of 56,287 workers through 2024 as people retire and opportunities expand. Plumbers, electricians, operating engineers and construction operators, brickmasons and blockmasons are careers that will be in demand, along with bus and truck mechanics, diesel engine specialists, automotive body and related repairers, and automotive service technicians.

BUSINESS AND OTHER

Michigan is expected to need 162,421 business and other careers that are also facing a potential shortage and provide high wages through 2024. Accountants, auditors, civil engineers, financial managers and sales representatives are just some of these in-demand, high-wage careers. While many of these jobs require a four-year degree or higher, jobs such as sales representatives can be acquired through on-the-job training and certifications.

IS THIS JUST A MICHIGAN PROBLEM?

No. The U.S. Department of Labor says there are about 6 million jobs going unfilled across the nation. The state that does the best job of closing the talent gap and having a skilled workforce will be at an advantage when businesses look for places to grow and locate – creating more and better jobs. Michigan can lead the nation in developing talent.

Michigan is the global leader in automotive research and development, with a tradition of reinventing manufacturing and changing how people work. We have a legacy of outperforming the competition and intend to lead the way in developing talent.

MICHIGAN HAS SEVERAL EFFECTIVE TALENT DEVELOPMENT PROGRAMS. WHAT IS NEW ABOUT THE MARSHALL PLAN?

The Marshall Plan provides a blueprint – and a call to action – to coordinate and expand existing programs so they can continue to be effective in their areas of focus. Those efforts provide the foundation for funding a series of new and existing programs, including:

Create World-Class Curricula - We will provide World-Class Curricula grants to schools that collaborate with businesses to create and develop classes and programs that do not exist, or fill in gaps in existing classes, for high-demand careers in Michigan. Funds will support the creation of the curriculum lessons, materials and necessary professional development for teachers in these classes. Partnerships like Shape Corp. and Grand Haven schools exemplify how employers working directly with our schools can revolutionize talent development. Working together, they created a new course where students learn the algebra needed for the state's graduation requirements while also gaining practical experience and earning an industry-recognized credential.

- | **Competency-Based Certification Programs** - Once schools and employers develop new, world-class curricula, we will provide resources to those school and business consortiums to implement those new classes and programs and to share their best-practices with schools across Michigan. These Competency-Based Certification Programs will prepare students for lifelong learning. That allows them to progress at their own pace with hands-on, real-world education that leads to obtaining the credentials for high-demand jobs. Programs such as the Cisco Networking Academy – a partnership between Cisco and schools – provide skills training and certification exam preparation for in-demand IT careers. The courses and credits earned as part of the academy transfer to many colleges and universities in Michigan.
- | **Professional Equipment Grants** - Grants will be offered to schools that partner with employers that match funds and provide critical technical expertise in high-demand career fields, so students can learn on the same state-of-the-art equipment and technology businesses use.
- | **Competency-Based Education** - It's time to end the antiquated model of education. We will support early-adopters to transform their schools to a competency-based education style so students learn the way they naturally learn, at their own pace. Using their own interests, in hands-on, engaging projects, learners will move forward as they demonstrate their skills and knowledge.
- | **University Partnerships** - We will collaborate with the world's best universities right here in Michigan to provide ongoing evaluation of Marshall Plan programs, develop curricula and support the Michigan Future Talent Council.
- | **Michigan Future Talent Council** - We will bring businesses into the fold with the new Michigan Future Talent Council, a group of employers, policymakers and educators that will meet every year to determine which skills and credentials are in high-demand now and in the future. This will allow businesses a way to directly have an impact on how the state creates talent and provide educators with direct feedback on the skills students need to succeed.
- | **Expand Cybersecurity Opportunities** - We will offer incentives for increasing the number of students with skills and credentials to pursue careers in the emerging field of cybersecurity, including additional support for the nation's only cybersecurity competition, the Governor's High School Cyber Challenge, created by Gov. Rick Snyder.
- | **Career Navigators** - We will help students explore available career pathways and develop meaningful learning plans. We will provide resources for schools to hire career navigators who can work with and support school counselors who are helping students find career-based learning opportunities.
- | **MI Bright Future and Career Cruising Expansion** - The statewide expansion of MI Bright Future and Career Cruising will allow for every student in Michigan to use these integral career exploration tools to assist in planning their educational road map to rewarding careers.
- | **Awareness and Outreach Campaign** - Awareness and outreach campaign to promote career opportunities in the state of Michigan.

Talent for Tomorrow - We will create a program that provides scholarships and stipends toward the completion of certifications in high-demand fields for low-income Michiganders. It will be an investment in Michiganders who might be left behind by the old way of doing things and who represent an untapped portion of the new economy's labor force. Investing in these Michiganders can break the cycle of poverty by getting them the skills they need to succeed in high-salary, high-demand careers. We will even help overcome obstacles such as transportation or childcare by providing them with a stipend. And if Michiganders still aren't able to succeed in a job with their newly acquired skills, our education partners will be encouraged to provide a talent guarantee and retrain them for free.

Teacher Shortage Relief - We will help solve our teacher shortage by providing incentives for current teachers to gain additional certificates and move into critical shortage areas, such as high school physics and career technical education.

Michigan Innovative Teacher Corps - We will find and honor pioneering teachers and give them the means to replicate their programs across the state. Who better to improve our teaching practices than the great teachers that Michigan already has? These educators will no longer have to leave the classroom and go into a administration to have an impact. They will engage with policymakers, mentor new teachers and provide professional development across Michigan.

HOW WILL EMPLOYERS NEED TO ADAPT?

We will provide significant opportunities for businesses to partner with schools and change the way they deliver talent. In addition, employers must adapt to changes in the supply of talent by adapting their requirements for hiring, recognizing that many in-demand skills can be acquired through certificate programs and two-year degrees.

HOW MUCH DOES THE STATE PLAN TO INVEST IN THE MARSHALL PLAN?

The plan calls for investing about \$100 million dedicated to new programs to build on the roughly \$226 million already dedicated to talent-development efforts.

WHO IS LEADING THE MARSHALL PLAN?

Gov. Rick Snyder and Lt. Gov. Brian Calley have created a leadership team chaired by Transformation Manager Rich Baird; Roger Curtis, director of the Department of Talent and Economic Development; State Superintendent Brian Whiston and the Department of Education; and leaders from state government including the heads of the State Budget Office, Michigan Economic Development Corporation, Talent Investment Agency, Department of Technology, Management and Budget, and the Governor's directors of legislative affairs and strategic policy. They will work closely with stakeholders and experts across state government, and education and business communities.

WHY IS THIS CALLED THE MARSHALL PLAN?

Named after then-Secretary of State George C. Marshall, the Marshall Plan was a U.S.-led, bipartisan and comprehensive effort to rebuild Western Europe and its economy after World War II. Michigan's approach to retaining, growing and attracting talent can have an equally wide-ranging, long-term impact on the state's economy, ensuring growth and opportunity for residents for years to come.

A five-star general, Marshall was a highly-decorated American hero. But shortly after World War II, it wasn't Gen. Marshall's rank that received such prestigious accolades. It was, instead, his willingness to step up and help an entire continent fraught with economic crisis begin its recovery.

The economic recovery plan developed by Marshall in 1948 was a strategic \$13 billion investment in the European Nation with the understanding that European countries would work together to decide where the funds would go. The plan was critical in bringing countries together and proved to be successful in creating a profitable relationship between the United States and the European Nation. But above all else, it was the enhanced collaboration that enabled the people of Europe to work together toward a common goal – a stronger, more stable economy.

GOV. SNYDER CREATED SUCCESSFUL TALENT DEVELOPMENT PROGRAMS PRIOR TO THE MARSHALL PLAN. WILL THOSE CONTINUE?

Yes. Growing a talented workforce to attract more and better jobs has been a priority for the administration and the Marshall Plan builds on the foundation of those solid efforts.

- | **Michigan Career Pathways Alliance** - This alliance brings together educators, employers, labor leaders and other stakeholders for recommendations to help students gain awareness of all the pathways that lead to rewarding careers, and give teachers and counselors more resources through increased partnerships with businesses.
- | **Top 10 in 10** - The Michigan Department of Education's strategic plan is focused on ensuring all students have access to high-quality educational opportunities supporting all career choices.
- | **MiSTEM Network** - Supports educators to create a culture focused on the importance of science, technology, engineering and math, and in building robust STEM programs in schools across Michigan.
- | **Career and Technical Education per-pupil payment** - Incentive payments to high schools to support growing technical programs for students.
- | **Going PRO** - A statewide campaign that shatters stereotypes and promotes professional trades pathways to young people, their parents and educators.
- | **Dual Enrollment** - This growing program allows students to get a jump on careers by taking college classes at no cost to them while in high school, allowing them to earn postsecondary credit and/or certification.
- | **Jobs for Michigan's Graduates** - This innovative program with a 98 percent success rate helps lower high school dropout rates and connects students with career opportunities.
- | **Skilled Trades Training Fund** - Nationally recognized, this program has assisted thousands of workers to be trained to retain jobs that require new skills or obtain new positions.

FIRST Robotics - Schools across the state have been able to expand and create FIRST Robotics teams, allowing students to use STEM skills to compete head-to-head with robots they have designed, built and programmed. Michigan also supports Square One Education Network and Skills USA - highly valuable programs that help develop our future STEM professionals.

Michigan Advanced Technician Training (MAT²) - Innovative apprenticeship program where students earn an associate degree without tuition debt and a certification in mechatronics, technical product design or computer numerical control.

Community Ventures - This highly innovative economic development effort helps people who face obstacles to employment gain skills for careers by promoting employment and social enterprise in the state's most distressed urban areas.

THERE ARE ALREADY NUMEROUS INITIATIVES TO ADDRESS THE TALENT GAP AND IMPROVE EDUCATION. WHY DO WE NEED ANOTHER PLAN?

The goal of the Marshall Plan is to bring all of these efforts together and build upon a robust foundation to create the premier talent development and education system in the world. The Marshall Plan embraces the goals and initiatives in the 21st Century Education Commission recommendations, Career Pathways Alliance, the Michigan Department of Education's Top 10 in 10 initiatives, MiSTEM and other related talent and education efforts. By creating a world-class talent and education pipeline we will fill the more than 811,000 careers through 2024 that pay, on average, \$60,000 per year.